

Holistic approach to build world class suppliers for auto OEM through MSES A

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Abstract :

For industries such as ours, the Automotive world has several Market drivers and capable players who are taking competition to a new level. For this reason, it is important for us to take our activities to Next Level to maintain our leadership position in the UV segment. This 'Next Level' is what we, at Mahindra's had defined as CRUSADE – 2.O, a reinforced version of Crusade 1.O.

This is a Leap Jump in determined focus about understanding our customer first-time-right, designing our products first-time-right, manufacturing products through every-thing-right processes and then delivering sales & service to give customer differentiated Experience.

Catering to the above is certainly not going to be an Unilateral Task. One thing for certain - we need to work in unison to create the Quality Culture, by cohesively working with our Supplier Partners, have transparency and seek mutual help when we foresee roadblocks ahead. We will need to nurture this sort of approach until it becomes the part of our DNA.

To ensure such Quality Culture approach, the best organizations of the world focus on Supplier Development as a Strategy, which is key driver for quantum growth and profitability through Quality Culture. Keeping this in mind, we have revamped our existing Mahindra Supplier Evaluation Standard (MSES) an additional milestone in our supplier selection and development process. The purpose is to move towards "Excellence" through application of World class methods and Tools (TPM, TQM, VSM) and develop the Industry Benchmark Process and Systems requirements that will be enabler to sustain these Global Quality Levels.

With this approach, a journey was embarked 3 years before with selected long-term strategic suppliers. After Getting them on board, a detailed roadmap was chalked out with very clear targets to achieve to qualify at the end. Extensive support from a well renowned Mentors on TQM, TPM was very instrumental in this Excellence Journey. With a ownership driven approach, some of Suppliers have achieved their set targets and also have been recognized as Best of Best plants within their own groups. Authors would share how the suppliers were facilitated through systematic approach of evaluation, coaching and mentoring, involving top leaders to transform some of the organizations in achieving excellence.

Key words: Supplier Evaluation and Coaching, Supplier Excellence, TQM, TPM, VSM